When Paula Hochstetler ends her tenure as ACC President in December 2013, it will mark over twenty years of dedication to ACC. She has spearheaded and been closely involved in ACC’s growth from a small collaboration of firms with a common goal into a global trade association with hundreds of member firms that serve a variety of roles in airport development. We asked Paula to provide some reflections on her unique journey. 

See HOCHSTETLER on page 18

2013 ACC Aviation Award of Excellence Recipient
Randall H. Walker, Director of Aviation, Clark County Department of Aviation

In August, ACC had the privilege of interviewing Former Clark County Aviation Department Director Randy Walker, recipient of the 2013 ACC Aviation Award of Excellence. Walker was named director of aviation in 1997, overseeing the operation and expansion of the department, which includes McCarran International Airport and four general aviation airports.

See WALKER on page 4
Stable Leadership Has ACC Prepared for a Strong Future

A good measure of any organization’s strength and stability can be found by looking at not only its current leadership, but at its leadership succession plan. ACC is very fortunate to have both of these pieces in place; great leadership by current president Paula Hochstetler and a well thought-out transition plan. As many of you know, Paula is going to retire as president of ACC at the end of 2013. In an industry that is constantly undergoing change, she has proven the value of solid leadership over her 20 years as president of ACC.

When Paula started with ACC in 1994, the staff of three represented 158 member firms. The Symposium drew 75 attendees and the ACC Summer Workshop Series had 55 attendees. Twenty years later, ACC’s staff of six represents nearly 215 members from a variety of airport development disciplines. The Symposium, now the industry’s premier technical event, draws close to 700 attendees, the ACC Summer Workshop Series draws close to 150 attendees, while the Security Capabilities Day draws almost 175 attendees annually.

In addition to these impressive statistics, ACC members have seen extraordinary value during this time as ACC has become:

• the technical “go-to” organization for FAA and TSA;

• the industry voice for procurement concerns;

• a unique aviation technical resource for membership training;

• a recognized organization to our industry counterparts of AAAE and ACI;

• a D.C. fixture that communicates legislative issues to our members and represents our interests;

• a unique environment for member firms to collaborate on technical issues and also form teaming relationships.

We should all be thankful for the admirable work Paula has done for ACC.

From the time that Paula first mentioned her intentions of retiring last year, it was apparent that Paula had a leadership transition plan in place and had prepared the organization for this day of transition. Not only had she organized a very talented staff to keep up with the day-to-day demands of a very busy organization, but she had done a great job of mentoring a potential new leader of ACC.

It was apparent very early that ACC had the right person to take over for Paula and continue to adapt to ever-changing industry and membership needs. Those of you not already familiar with T.J. Schulz will find him to be a natural leader who really puts his heart and soul into this organization. He came to us in 2006 after working with both the American Council of Engineering Companies (ACEC) and the American Association of State Highway and Transportation Officials (AASHTO) for over 13 years with a heavy emphasis on transportation and government affairs. Currently serving as executive vice president of ACC, T.J. has been instrumental in directing our legislative activities and our interface with TSA and FAA, he oversees the ACC Institute training program and has coordinated many of our committee activities. Most importantly, T.J. is a great listener and will continue to lead this organization as a “member first” association.

Over the past year, I had the pleasure to work with both Paula and T.J. on this leadership transition while they still kept the organization humming along. This seamless transition is something that all our firms can hope for during our own organizations’ leadership transitions and it was only possible because of Paula and T.J.’s foresight and commitment to ACC. Through this leadership transition, T.J. has taken the opportunity to reach out to many member firms and industry peers to form a future vision for ACC in order to enhance the value of ACC to our current and future members and focus on what is important to our industry. This culture of “membership first” is what sets ACC apart from most other organizations as it really is a membership-owned organization – activities and services are done for the benefit of the membership, not for the benefit of Headquarters. Under T.J.’s leadership, members can expect to see the continuation of the accomplishments highlighted under Paula’s leadership and a focused committee structure, enhanced training opportunities and effective communication of industry issues. Congratulations T.J. on your promotion as our new president of ACC!

As my year as chairman winds down, it gives me great pride to have had the pleasure to work closely with two such consummate professionals as Paula and TJ. Their dedication to ACC is undeniable and us member firms we are very fortunate to have such great leadership – past, present and future!

Cheers to the next 20 years ACC!

ANDREW J. PLATZ, P.E.
Mead & Hunt, Inc.
CHAIR — 2013 ACC BOARD OF DIRECTORS
Airport Consulting

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2013 ACC AWARD OF EXCELLENCE WINNER

OPENED IN JUNE 2012, MCCARRAN’S TERMINAL 3 IS THE LARGEST STATE OR LOCAL PUBLIC WORKS PROJECT EVER IN NEVADA.

At the time of his appointment, Clark County was the fastest growing county in the nation. Under Walker’s leadership, McCarran International was the site of a number of successful development projects and became one of the most technologically advanced airports in the nation.

ACC: You’ve had a long career in various roles as a public official and it has given you tremendous perspective as to what creates a successful partnerships with industry. What have you found?

RW: I’ve always found that partnering with private industry provides the most opportunity for innovation and new ideas in local government and government venues. Before I came to the airport, I was able to experience some partnerships with private industry in my role as deputy city manager of the city of Las Vegas to get some road infrastructure done. That opened up the whole West side of the valley for development and created some development opportunities that were very successful, so I’ve always been in favor of working with the private sector to come up with solutions. Most of the time the private sector has a reason to be innovative because they have a profit motive to create something that people want to pay money for. Our goal was just to listen, have an open mind and sift through the ideas that came to us and decide which ones would be beneficial to our organization. We haven’t been afraid to consider new concepts or ideas and what it might do for us.

ACC: Have you witnessed anything in a partnership with industry that caused things to go awry?

RW: I will tell you it can try your patience particularly when you don’t agree with a proposed strategy. One example where we held out for a long time against the common wisdom of the industry to get to a solution that I think is much better — public Wi-Fi. We were bombarded by companies selling us their Wi-Fi solution for the airport and, of course, we were getting a lot of comments from customers that were saying we should have Wi-Fi available. But we never felt comfortable with those solutions. I didn’t like the idea of customers paying for such a short window of Wi-Fi service. I thought the price-value relationship just wasn’t there. So, our staff said they could get Wi-Fi through 90 percent of the public areas for $75,000 by piggybacking off of the infrastructure we had installed in the years prior. I don’t think we lost money due to sponsorships we gained from free Wi-Fi, and we kind of set a new trend for the industry: give Wi-Fi away for free. Most importantly, there’s no single thing I can think of in my entire career.
where the actual customers in the terminal gave us more positive feedback. The right solution was developed by the public sector out of interest in the customer rather than profit and jumping on the bandwagon. Now, the only problem is people like it so much you have to make sure the pipeline is big enough so they don’t have slow Wi-Fi.

**ACC:** Speaking of projects at the airport, you were able to complete a number of projects during your tenure, including Terminal 3, the largest publicly-funded state or local infrastructure project in Nevada history. That was during a pretty unstable economic climate. As the airport funding model continues to evolve, what do you see as the keys to funding large-scale projects in the future?

**RW:** It’s a challenge. I think large airports cannot depend on the federal government for grants. Obviously, if a program is there and you can get grants, you’ll take them. But when you sit down and project your capital needs out over a long period of time, I don’t think you can anticipate any significant amount of federal money as part of the solution. You’ve got to look to other venues, and there are two key ways that is done. There’s the traditional general airport revenues, where you fund it and put it in the rate base of the carriers or passenger facility charges, and they are capped at $4.50. Some airports — like McCarran — have leveraged that out over a long period and if traffic grows you might get a little bit of revenue but most of it is used up. So, unless you have a lot of land around your airport that you can develop in a non-aviation way and develop some non-airline streams, you have to look at a project’s cost-benefit analysis for your airport and determine whether or not you can justify the cost. Plus, depending on your relationship with the airlines, sometimes you’re going to have to convince them and keep them from blocking a capital project they don’t like. To be honest, I don’t think we’ve come a long way in this area in the 22 years I’ve been in the business — except for the PFC, which came on in 1990 and was very beneficial. So, we’re kind of back where we were then, looking at rates and charges. I think the federal funding situation has become less important over the past 22 years.

**ACC:** You mentioned the benefits of the PFC program at McCarran. What are your thoughts about the current discussions surrounding PFCs and their future?

**RW:** We’ve been fighting this battle for a long time. We got the PFCs in 1990 and got them extended later to $4.50, but since then we’ve kind of stalled out. We don’t talk about the real issue: control. Who controls the decision to build things? Whether we get over that issue, whether we get over [airlines] spending so much time and energy branding it as a tax, which kind of poisoned it in certain elements of Congress — I don’t know whether we can get past that. It seems like we’re stalled on something non-sensical. Most of the airports I know wouldn’t go forth on a project without the carriers on board anyway. Plus, if they’re going to approve it, most of the carriers would rather have the PFC than not, because it limits their liability exposure. It’s all about control. I don’t see PFC being a huge increase in the ability to fund projects because most large airports have maximized the utility of their PFC program.

**ACC:** You wanted to be a forerunner with the free Wi-Fi. Technological innovation seems to be a hallmark of your time at McCarran. From CUTE and CUPPS to 100-percent outbound RFID tracking, was the use of new technologies a priority or were you merely seeking to maximize efficiency and those were the technologies available?

**RW:** Yes to both. It was a combination. Obviously we were always looking for increased efficiency of the space we have because airport space is very expensive. To the extent that you can maximize the use of that space at a cost that’s low is beneficial, and certainly we think that’s what the common-use platform allows you to do. But also, technology is something we thought a lot about. When I got to the airport in 1990, I realized it was in the dark ages. I think the thing that really broke it open was an Asian tour in the early nineties. One of the airports we toured was Singapore. Singapore — although it wasn’t all that automated — was operating their terminal as a common-use facility. I came back and talked to my boss — the airport director at the time, Mr. Broadbent — about the concept and I said we should be doing what they were doing in Singapore. So, we got the courage to take it to the airlines and presented it at one of our airline affairs committee meetings. We could have harvested ice better, but we kept at it until finally I think the airlines just gave up and figured we were going to do what we were going to do. We had so much construction going on that we could embed a lot of this new technology into the construction, which is cheaper. We did that with the opening of the first phase of the D Gates in 1998, and then started retrofitting the rest of the terminal. It really started as a concept of operations. We tried to go from the dark ages to what was the standard of the time and we looked at an operation to follow. We came to the conclusion that the only way to operate that efficiently was to automate the processes and that’s how it all took off.

See Walker on page 22
A LOOK BACK

After the attacks of September 11, 2001, the aviation industry supported the federal government’s creation of the Transportation Security Administration (TSA) and the subsequent deployment of security improvements at airports across the country. Following a year of scrambling to implement checked baggage screening solutions at virtually every federalized airport throughout the nation, the TSA, with the dedicated help of its contractors, was able to meet the December 2002 congressional deadline to screen 100 percent of checked baggage. This accomplishment came with many lessons learned, some of which are reflected by our current standards. From operational concerns to bag tracking and jamming issues, designers had to learn a new way of designing systems with untested technology and limited exposure in the U.S. and were challenged by a new federal agency that was just beginning its process of self-actualization. Other than implementation in only a few international U.S. hubs and various overseas locations, these systems represented a change in outbound baggage processing methodology, with the insertion of a federal agency in the middle of the process.

After four years of tweaking installed systems and deploying new systems that still posed operational concerns, the Aviation Security Advisory Committee (ASAC) voted in 2006 to create a working group to identify funding and financing strategies for installing optimal checked baggage screening systems. This working group was composed of capable and experienced industry professionals who were called upon to develop standards of practice for the design and implementation of baggage handling systems at airports nationwide. They were to ensure the new systems offered the utmost in safety, efficiency, and security. The group that participated in this initial Baggage Screening Investment Study (BSIS) included representatives from airports, airlines, aviation consultants, architects, engineers, baggage handling system designers and suppliers, and original equipment manufacturers (OEMs). Many of these professionals had been involved with some of the world’s most complex baggage handling systems, continually building expertise through innovation, establishment of best practices and lessons learned. Over a period of one year, this group met to discuss design philosophies, examples of what had and had not worked and operational considerations when applied to the screening of checked baggage.

The primary objective of the BSIS was to outline an investment strategy for funding TSA’s checked baggage screening program. This study, which was submitted to the Office of Management and Budget (OMB), was considered the final component of TSA’s strategic plan for checked baggage screening. The investment study recommended investment options, including bonds, appropriations for explosives detection systems (EDS) procurement and installation, and use of passenger facility charge funding.

In addition to investment strategies, the resulting product of the working group’s diligent efforts was the initial release of TSA’s Planning Guidelines and Design Standards (PGDS) for Checked Baggage Inspection Systems (CBIS) in October 2007. As stated on the TSA’s website:

“The design principles and methods in the PGDS incorporate insights and experience of industry stakeholders, including airport and airline representatives, planners, architects, baggage handling system designers, and equipment manufacturers. The PGDS is intended to assist planners and designers in developing cost-effective solutions and to convey TSA requirements for checked baggage inspection systems. The PGDS emphasizes best practices associated with screening system layouts and addresses other factors necessary to actively manage system costs and performance.”

Other than the PGDS, the only guidelines for airport security have been the Recommended Security Guidelines for Airport Planning Design and Construction. The fourth and most recent revision of this document was published in May 2011. This document was intended to be all-encompassing with regard to security consideration in airport design, yet not contradictory to the PGDS. As a result, the section on baggage systems simply summarizes and refers to the PGDS.

Since the initial release of the PGDS, almost all of our nation’s CBIS installations have been designed, reviewed, and commissioned in accordance with the document. Following the initial release, the industry has seen innovation, continued lessons learned, and emerging threats that have changed the way in which we think about security of checked baggage. As a result, TSA has released several updates to the document, with version 4.1 being released September 15, 2011.

COLLABORATION TIMELINE

In recent years, industry involvement in subsequent releases waned. Following the release of the first couple of versions, TSA’s in-house subject matter expertise began to grow. Through insourcing and reorganization, follow-on working groups outside of TSA and their immediate contractors never materialized, thus limiting industry engagement in not only design best practices, but in commissioning processes and procedures as well. Although a procedure was established whereby comments to the most current version could be digitally submitted for potential incorporation, the general opinion of the industry was that the voices of the “boots on the ground” were not being heard. Steaming from collective feedback received within the ACC Safety & Security Committee in early 2012, a proposal was presented to TSA to formally re-engage a collaborative task force comprised of CBIS subject matter experts from the industry.

and TSA to update the PGDS’ content and format. In response to TSA’s request to industry to draft recommended changes to PGDS, collaboration between ACC and the International Association of Baggage System Companies (IABSC) was formed. The resultant task force kicked off in March 2012 in Dallas, TX to collect and consolidate industry comments and minimize conflicts or duplicates for transmittal to TSA. Due to the size and complexity of the PGDS, the task force divided into six separate teams responsible for various chapters and appendices, with the ultimate goal of consolidating into one draft redlined document.

In May 2012, following the diligent work of this group to establish consensus and produce an all-encompassing document that was representative of the industry’s comments, a ballot was issued along with the document to both members and non-members of ACC and IABSC for voting on recommended changes. Results were tallied, and transmitted to TSA, with the understanding that a response would be returned for further discussion. In June of that same year, key leaders from the task force met with members of TSA’s Office of Security Operations, Operational Improvement Branch, and the Office of Security Capabilities Operational Support division to discuss the comments and provide initial feedback. Although discussions were fruitful and constructive with regard to the overall structure and intent of the document, the response was less than enthusiastic. The TSA was not expecting a complete re-write of the document. However, in the spirit of partnership, the TSA agreed to review the comments and provide an official response.

PROGRESS

After months of deliberation, a response was received in the spring of 2013. Although the plethora of comments received would not be completely incorporated into a forthcoming PGDS version, TSA officially endorsed the re-creation of a joint TSA-industry working group that would meet quarterly. Representation from interested firms was solicited through ACC, ACI, AAAE and IABSC, and many from the original BSIS were anxious to re-engage. The first quarterly meeting was held at the TSA Systems Integration Facility (TSIF) in Washington, DC in July 2013 and a group charter and goals for subsequent meetings were established. Additionally, it was envisioned by all parties that the first year goal of this working group would be the publication of version 5.0 of the PGDS in early 2014.

The U.S. federal government shutdown slowed TSA participation, but has not halted progress. The following is a summary of some of the broader goals established for discussion and creation of action items for participating industry partners:

1) Finalize the working group charter;
2) Define requirements vs. best practices;
3) Develop a common definition of performance specification and define appropriate variances/ tolerances; and
4) Begin defining strategies for risk-based screening detection capabilities.

2014 AND BEYOND

What does the future hold? Collaboration between TSA and the aviation security industry with respect to checked baggage is back on track and the future remains hopeful. Taking the ongoing effort of recapitalizing aging equipment and infrastructure, while recognizing the continued financial burdens by airports and the downward trend of federal funding, all stakeholders must work together to ensure safe, optimal, efficient, cost-effective screening solutions that meet the needs of the traveling public while making the best use of taxpayers’ dollars. One can envision incorporation of risk-based solutions into all future solutions, as well as harmonization between the U.S., the European Union, and other international partners.

Larry Studdiford, chair of the ACC Safety & Security Committee, is a National Aviation Systems Practice Leader at URS Corporation.
What drives the industry to build efficient airports, design better airplanes or run successful airlines? The answer: the passenger and the desire to improve the passenger experience as a result.

Intersystems believes that their products are more than 1’s and 0’s that drive the systems which provide information to people at an airport, but, rather, that those passengers deserve more. Intersystems believes that there is a better way to travel, a better way to navigate and a better way to experience the airport environment. That better experience starts with how we provide information.

A Flight Information Display System (FIDS) is about more than just flight information; it’s integral to the passenger experience and airport. It’s the difference between making a flight or missing it, between being relaxed, confident and spending money in the terminal or being lost, stressed and hurried. A FIDS is a crucial element of an airport’s overall wayfinding experience and brand image and it says more about the airport than any press release or mission statement.

FIDS is no longer a passive, simple flight information display system. Clever thinking is transforming not only the way it works, but the way it looks and feels. Leveraged appropriately, the passenger journey through the airport provides multiple opportunities to drive highly specific, targeted messages to passengers, designed to elicit specific results and improve the passenger experience from start to finish. Done well, it says ‘we care about you, we’re here to help and to ensure your experience with us is a great one.’

Intersystems strongly considers the impacts a FIDS system has in an airport. Intersystems thinks beyond the screen and looks at how it can deliver more, how FIDS can improve passenger experience, how FIDS can facilitate operators’ roles in a more user friendly way, and, perhaps most importantly, how FIDS can improve airport efficiencies and revenues.

Intersystems designs, develops and installs airport information management systems, Airport Operational Databases Solutions and Flight Information Display Systems which are active in 25 airports worldwide. Intersystems industry specific software and hardware products are tailored to increase efficiency, maximize airport business potential and generate new revenue opportunities. For over 40 years Intersystems has remained at the top of the industry, delivering innovative products and constantly developing clever new solutions keeping their customers consistently at the forefront of airport technology.
Jacobsen/Daniels Associates or JDA is an aviation and airport consulting professional service firm specializing in airport planning and project implementation support. JDA was established in 2001 by partners Darryl Daniels and Brad Jacobsen. It is a minority and disadvantaged business enterprise (M/DBE) and SBA 8(a) certified company with a comprehensive understanding of all aspects of airport management, operations and capital development.

JDA has extensive experience assisting airports and government agencies in their planning, design and implementation challenges. Beginning with the Detroit Metropolitan Wayne County Airport Master Plan in 2004, JDA has been an on-call planning consultant for airports in Houston, New Orleans, Miami and Baltimore and a prime consultant for on-call planning assignments at airports in Cleveland, Richmond and St. Louis.

In addition to planning, JDA also offers facility implementation services, specializing in the development of Consolidated Rental Car Facilities (ConRAC). JDA has served as the technical representative on behalf of the Rental Car Agencies (RACs) at ConRAC facilities in MDW, SJC, SAN, ORD and MSY, which was completed just in time for the 2013 NFL Superbowl.

The Airlines Services Practice serves as the airline liaison for the $6.6 billion Chicago O’Hare Modernization Program, which started in 2003 and is now in the completion phase. The firm’s oversight ensures that the program proceeds without any interruption of airline operations at the airport.

JDA also works with a variety of federal agencies on various other projects, recently completing an environmental assessment for a new Air Traffic Control Tower at Sacramento International Airport.

The staff at JDA consists of accomplished experts from numerous disciplines including urban planners, environmental planners, architects, engineers, construction inspectors, graphic designers, information technology specialists, and business professionals. The firm is led by managing partners Darryl Daniels and Brad Jacobsen, each with over 20 years of experience in the aviation industry, and a senior management team with professional experience in airport planning and development. As the current chairman of the Airport Minority Advisory Council Board (AMAC), Mr. Daniels is committed to eliminating barriers for minorities and women in aviation and JDA demonstrates how excellence can be achieved with a team that exemplifies diversity at all levels.

From concept development through planning, design, construction, commissioning and project close-out, JDA consultants provide coordination and communication, critical issues resolution, and consensus building to keep projects moving forward to completion. JDA has 32 employees and is headquartered in Michigan. The firm also has staff located in Illinois, Arizona, Texas, Georgia and California.

Please learn more about JDA by visiting their website at www.jacobsendaniels.com.

Prepared by Jim Wilson, Director, Jacobsen/Daniels Associates, LLC.
employees in 24 offices nationwide providing expertise in engineering, planning, architecture, environmental planning, air service development and program management. We also offer specialty services such as irregular operations (IROPs), business, financial and sustainability planning, wildlife hazard management, and navigational aids design. We have been active in airport development since the 1940s — serving a national audience with a local perspective. Mead & Hunt ranks among the top 500 A/E firms in the nation by Engineering News Record and consistently places in their “Top 25 in Airports” list.

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**SILVER LEVEL**

**APPLIED PAVEMENT TECHNOLOGY**
Applied Pavement Technology, Inc. Established in 1995, APTech is a pavement engineering firm specializing in pavement evaluation, design, management, research, and training for clients throughout the US and around the world from offices in Illinois, Texas, and Nevada. APTech’s full-time staff includes over 20 pavement engineers who regularly conduct pavement condition index (PCI) surveys, provide non-destructive testing with APTech’s heavy-weight falling weight defleometer and other devices, and destructive testing with APTech’s coring rig. In addition, APTech specializes in pavement design and evaluation, failure examinations, investigations of materials-related deterioration, and calculation of Pavement Classification Numbers (PCNs), structural capacity, and pavement remaining life. In pavement and maintenance management, APTech focuses on providing client-oriented products and services, such as web-based products, and GIS tools to communicate engineering results in user-friendly, graphical displays.

**GRIECE GROUP**
Grice Group LLC Grice Group provides executive search services for airport consulting organizations and airports. Grice has successfully placed hundreds of airport engineering, architects, planners, airport directors and deputys, and program and construction managers since 1996. The firm’s recruitment services are exclusively focused on the airport industry. Grice Whiteley leads the practice, and was the #2 staff member at ACC for eight years prior to doing executive search. This experience and years of building strong industry relationships gives clients a distinct advantage when needing to hire staff. Grice Group also offers consulting for marketing, mergers and acquisitions, and staff and human resources.

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**ACI-NA**
www.aci-naa.com The Airports Council International – North America (ACI-NA) represents local, regional and state governing bodies that own and operate commercial airports in the United States and Canada. Over 350 aviation-related businesses are also members of ACI-NA, providing goods and services to airports. ACI-NA’s members operate more than 95 percent of the domestic and virtually all of the international airline passenger and cargo traffic in North America. The mission of ACI-NA is to advocate policies and provide services that strengthen the ability of commercial airports to serve their passengers, customers and communities.

**AIRPORT IMPROVEMENT MAGAZINE**
www.airportimprovement.com AIRPORT IMPROVEMENT Magazine features recently completed projects from all areas of airports. Best-of-class case studies detail project specifics, chronicle special challenges overcome, uncover valuable lessons learned, and highlight potential applications to future projects. All stories include input from airport managers, their consultants and suppliers. Industry nominations will be accepted to help uncover the best, most innovative projects in each category. All editorial is devoted to airport construction, funds, and the people who make it happen. Same with circulation, it’s unique in reaching all of the airport managers, consultants, and vendors participating in airport development.

**GOLD LEVEL**

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The Airport Cooperative Research Program (ACRP) is an industry-driven, applied research program that develops near-term, practical solutions to problems faced by airport operations. ACRP is managed by the Transportation Research Board (TRB) of the National Academies and sponsored by the Federal Aviation Administration (FAA). The research is conducted by contractors who are selected on the basis of competitive proposals.

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East Jordan Iron Works and its affiliated companies including Norinco (France), Cavanagh (Ireland), McCoy Construction Castings (Canada), and HaveStock (Australia), are all doing business under one brand. EJ. EJJWT is now EJ. With multiple sales, distribution, and manufacturing facilities located on 5 continents, EJ provides access solutions to the world’s infrastructure systems. We promote innovation and quality. Our products include manhole covers and frames, gratings, fabricated metal products, access hatches, fire hydrants and gate valves. Our 23 stocking branch locations throughout the US and Canada, as well as our two US Distribution Centers, are responsive and provide unparalleled customer service. Contact your EJ sales professionals at (800) 626 4653.

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Neenah Foundry is a manufacturer of gray and ductile iron municipal and airport castings, such as manhole frames, lids, curb inlets and trench grates.

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Smiths Detection is part of the global technology business Smiths Group. It offers advanced integrated security solutions for customers in civil and military markets worldwide and is a leading technology developer and manufacturer of sensors that detect and identify explosives, radiological chemical and biological agents, weapons, and contraband. Its advanced technology security solutions also include x-ray imaging systems, millimeter-wave technology and a specialist software supply business for the management of large sensor and video surveillance networks.

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www.vector-us.com
Vector Airport Solutions offers innovative technology and practical solutions to many of the challenges facing airports today. We help airports secure their airfields, manage landing fee programs, and track aircraft activities. Vector also supports airport Master Planning efforts, validates aircraft activity counts and offers consulting services to airports and heliports.
**ON THE MOVE**

**DAVID F. EDSON** has been named director of environmental services with Hoyle, Tanner & Associates, Inc. In his new position, Edson will be in responsible charge and have oversight of all of Hoyle, Tanner’s Environmental Services Divisions. His management responsibilities will include coordination and allocation of resources, QA/QC, contract administration and client support.

**JOHN (JACK) KASARDA**, a leading airport strategist, has been named a consultant to the aviation group of Parsons Brinckerhoff. Dr. Kasarda will provide intellectual guidance and thought leadership for airport development projects, with emphasis on planning and implementing the aerotropolis concept. Dr. Kasarda is the Kenan Distinguished Professor of Strategy and Director of the Center for Air Commerce at the University of North Carolina. He has published more than 100 articles and 10 books on aviation infrastructure, logistics, and urban development. His latest book, *Aerotropolis: The Way We’ll Live Next* (co-authored with Greg Lindsay), was featured in *Time* magazine in 2011 as one of the “10 ideas that will change the world.” Dr. Kasarda has given numerous workshops on airport city and aerotropolis development, logistics infrastructure, and global supply-chain management to airports, governments, and multinational firms. He chairs the annual Airport Cities World Conference and Exhibition, and is an advisor to airports around the globe and was the keynote speaker at the 2012 ACC/AAAE Airport Planning, Construction and Design Symposium.

**PAM KEIDEL-ADAMS** has joined Kimley-Horn Associates as an aviation practice leader and regional vice president. With over 24 years of aviation experience, Pam’s areas of expertise include aviation system planning, economic impact analysis, air service evaluations, master planning, activity forecasting, public and stakeholder outreach, airport development, database management tools, and project management. Keidel-Adams has conducted statewide aviation planning assignments in more than 27 states, the majority of which have focused on smaller airports serving regional commercial airline service to general aviation activity. Most recently, she played a prominent role in a large-scale planning assignment for New York’s airport system, addressing issues at major commercial airports. She has previously been involved in the ACC Planning and Marketing & Membership Committees. She participates in the Transportation Research Board (TRB) and Airport Cooperative Research Program (ACRP) and serves as chair of the of the TRB Intergovernmental Affairs in Aviation Committee.

**STAN PRICE, P.E.** has been named office manager of Barge Waggoner Sumner and Cannon’s new office in Macon, Georgia. It will be a production project office with design capabilities, to expand Barge Waggoner’s geographic footprint through multi-disciplined service offerings, including aviation, in Georgia. Price, project engineer and engineer-of-record for the Middle Georgia Regional Airport, has served all of Barge Waggoner’s Georgia general aviation clients including Middle Georgia Regional, Downtown Macon, Georgia Regional Airport and Cochran Airport. Price has 22 years of experience with project coordination and design for site design, airport, water, wastewater, environmental, and stormwater projects for municipalities, counties, private industry, and the U.S. Department of Defense.

**NEW MEMBERS**

**ARCADIS**
Ralph Taber  
Construction Manager  
320 Commerce, Suite 200  
Irving, CA 92602  
Tel: 714-508-2619
Email: ralph.taber@arcadis-us.com
Web: www.arcadis-us.com

Arcadis is an international firm providing planning, design, construction management, environmental and Asset Management Services around the world. The company experience includes Terminals, Security Screening, Baggage Handling Systems, Information Technology, airfield pavements, NAV AIDS, Sustainable construction practices.

**GARVER, LLC**
Mr. Michael J. Griffin  
Aviation Business Line Dir.  
4701 Northshore Dr  
North Little Rock, AR 72118 United States
Tel: (501) 376-3633  
Fax: (501) 372-8042
Email: mgiffin@garverusa.com
Web: www.garverusa.com

Garver is a 95-year-old aviation, water and transportation engineering and construction management firm with offices across the southern U.S. Garver has provided planning, design, and construction oversight of air carrier and general aviation airport projects for over 60 years, including paving, lighting, project management and funding assistance services.

**J.A. WATTS, INC.**
Ms. Julie A. Watts  
President  
222 S. Morgan St., Ste. 4A  
Chicago, IL 60607 United States  
Tel: (312) 997-3720  
Fax: (312) 997-3726
Email: jwatts@jwincorporated.com
Web: www.jwincorporated.com

J.A. Watts, Inc. (JWI) is a certified DBE that has served airports and airlines as a trusted advocate, technical representative, and project/program manager since 1999. Our expertise in representation, master planning, programming, capital improvement development, and project/program management affords JWI an invaluable perspective and understanding of the industry.

**NEWCASTLE CONSULTING, LLC**
Mr. J. Kelly Stewart  
Managing Principal & CSO  
525-K East Market Street NE, Suite 125  
Leesburg, VA 20175 United States  
Tel: (202) 374-8236  
Email: jkstewart@nccllc.net
Web: www.nccllc.net

Newcastle Consulting, LLC is a is a strategic security design and management consulting firm dedicated to bringing together the necessary resources to identify, evaluate and strategize solutions for associations, corporations and local, state and Federal government entities. Newcastle Consulting duly exercises reasonable and proactive due diligence in researching, analyzing, developing and executing strategic security plans for its clients. The Newcastle team has years of proven success seasoned in administering and managing protective operations and complex physical security programs. Newcastle Consulting’s expertise is focused on risk, threat and vulnerability assessments of corporate and government infrastructure. We develop and execute security strategies for multiple operational units and serve as internal consultants on virtually every aspect of the security function.

**PGH WONG ENGINEERING, INC.**
Mr. Patrick Basuel  
Civil Engineer  
182 2nd St., Ste. 500  
San Francisco, CA 94105 United States  
Tel: (415) 566-0800  
Fax: (415) 566-6030
Email: pbasuel@pghwong.com
Web: www.pghwong.com

PGH Wong Engineering, Inc. is a full-service engineering consulting firm that has implemented major airport and transit projects. Providing civil, structural, architectural, systems, electrical, and mechanical engineering services, Wong takes a lead role in planning, studies, conceptual and preliminary engineering through final engineering, procurement, construction management, testing, startup, and commissioning/activation.

**ACC MEMBERS**
Since July 2013, ACC released the following e-mail supplements to this publication.

**Legislative News**

**LN 13-4 (AUGUST 16, 2013)**

- FAA Administrator Michael Huerta Expects Significant Impacts from Sequestration Cuts in FY 2014

**LN 13-5 (OCTOBER 1, 2013)**

- FAA Shutdown Underway
  - Federal Aviation Administration (FAA) Impacts
  - Department of Homeland Security (DHS) Impacts

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**Hochstetler Serves as Dinner Speaker at UC Berkeley Airport Course**

On Tuesday, Oct. 29, ACC President Paula Hochstetler addressed attendees of the UC Berkeley Institute of Transportation Studies Airport Systems Planning and Design Course. This four-day course for industry professionals covered the broad spectrum of airport planning and design issues. Paula’s comments, ‘A Wounded Industry with Great Potential — Handling the Churn’ showed how foresight and innovation can — and will — reverse the negative statistics that the industry periodically faces.

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**Schulz represents Security Manufacturers Coalition Abroad**

TJ Schulz travelled to Brussels, Belgium in October to represent the ACC Security Manufacturers Coalition at a meeting of the US/EU Liquids and Gels (LAGs) Working Group, where an update was provided on EU airports’ efforts to comply with the January 1, 2014 deadline to scan liquids identified in Phase 1 of the LAGs agreement.

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**Did you see ACC at ACI-NA?**

ACC staff exhibited at the ACI-NA Annual Conference in San Jose where they met with ACC members and made plans for the ACC Annual Conference in Tucson!

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**GREG WELLMAN** has been named a senior program manager in the Los Angeles office of Parsons Brinckerhoff. Wellman’s initial assignment will be project manager for the Transportation Infrastructure Development Plan and Program at Los Angeles International Airport, a three-year planning assignment for Los Angeles World Airports being led by Parsons Brinckerhoff in a joint venture with STV, Inc. Wellman has 30 years of experience focused primarily on addressing large, complex aviation challenges. Prior to joining Parsons Brinckerhoff, he led master plans, terminal/landside development programs, and related planning efforts at nine of the top 20 U.S. airports.

**LOUIS (LOU) WOLINETZ** has been named a principal consultant in the strategic consulting group at Parsons Brinckerhoff. In his new position, Wolinetz will lead the firm’s aviation finance and consulting practice. He has more than a decade of diversified consulting, business development, and project leadership experience serving a wide range of airport, transportation, and infrastructure clients domestically and internationally. His broad experience includes advising U.S. and international airports in traditional and innovative finance, strategic planning, public-private partnerships, Federal Aviation Administration funding programs, performance measurement and benchmarking, economic impact assessment, and benefit-cost analysis. Wolinetz currently serves as Vice Chairman of the Airport Consultants Council Finance Committee.

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**ON THE MOVE continued from page 12**

ACC’S T.J. SCHULZ, > COLLEEN FLOOD AND PAULA HOCHSTETLER (SEATED) CATCH UP WITH MEMBER TOM DARMOODY WITH HOK.
The Airport Consultants Council (ACC) Aviation Award of Excellence recognizes the contributions of an individual, group, or organization to the airport and aviation industry. While consultants are not eligible for the award, candidates whose contributions qualifying them for nomination were completed within two years of their nomination and who have subsequently become consultants will be eligible for consideration.

The 2014 ACC Aviation Award of Excellence

Call FOR NOMINATIONS

The Airport Consultants Council (ACC) Aviation Award of Excellence recognizes the contributions of an individual, group, or organization to the airport and aviation industry.

While consultants are not eligible for the award, candidates whose contributions qualifying them for nomination were completed within two years of their nomination and who have subsequently become consultants will be eligible for consideration.

Selection Criteria
The selection of the recipient is based upon the extent to which their contributions meet the following criteria:

■ Are significant, visionary and/or innovative;
■ Have advanced the airport and aviation industry; and
■ Are a public service.

Nominations
Please use the following format when submitting nominations:

NOMINEE — Identify the individual with title, organization, and contact information (address, phone, fax and email).

NOMINATOR — Identify the individual submitting the nomination with title, organization and contact information.

REASON/QUALIFICATIONS — Describe in 150 words or less the nominee’s contributions that warrant their selection for the award. Focus on the award purpose and selection criteria when describing the nominee’s contributions. Additional supporting materials are not required.

Past Recipients
Past recipients of the prestigious ACC Aviation Award of Excellence include:

Angela Gittens, Director General, ACI World
Catherine (Kate) M. Lang, FAA Deputy Associate Administrator for Airports
Benjamin R. DeCosta, Former Department of Aviation General Manager, Hartsfield-Jackson International Airport
Edmund S. “Kip” Hawley, Former TSA Administrator
Gina Marie Lindsey, Executive Director, Los Angeles World Airports
James Bennett A.A.E., President and CEO, Metropolitan Washington Airports Authority, (MWAA)
Frederick W. Smith, Chairman, President and CEO, FedEx Corporation
Jeffrey P. Fegan, CEO, Dallas/Ft. Worth International Airport
James C. DeLong, A.A.E., Former Director of Aviation, Louisville Airport Authority
Lydia Kennard, Former Executive Director, Los Angeles World Airports
Norman Y. Mineta, DOT Secretary
Bombardier Aerospace, Manufacturer of the CRJ Series Regional Jet
Bud Shuster, Chairman, House Committee on Transportation and Infrastructure
James L. Oberstar, Ranking Democratic Member, House Committee on Transportation and Infrastructure
Donald D. Engen, Director, National Air and Space Museum
Gordon Bethune, Chairman and CEO, Continental Airlines
Aviation Week Group, Publishers of Aviation Daily & Airports
Herbert D. Kelleher, President, Chairman of the Board and CEO, Southwest Airlines
Leonard L. Griggs, FAA Assistant Administrator for Airports
Federico F. Peña, Former Mayor, City of Denver
Samuel K. Skinner, DOT Secretary
Clifton A. Moore, Executive Director, Los Angeles Department of Airport

Positions listed are those held at the time that the award was presented.

Award Presentation
The ACC Aviation Award of Excellence will be presented at the ACC 36th Annual Conference & Exposition, November 10 – 12, 2014, Sanibel Harbour Resort & Spa, Ft. Myers, Florida.

Please submit your nominations by January 31, 2014

To: Lynn Leibowitz, ACC 2014 Awards Committee Chair
Phone: (303) 773-6761
E-mail: lynnl@leibowitz-horton.com
Thank you Paula for your dedication and endless enthusiasm for ACC and all of the member firms will never be forgotten. Your friends at Mead & Hunt.

www.meadhunt.com

Paula’s friends at Safegate Airport Systems would like to thank Paula for her leadership, vision and service in transforming ACC into the professional and influential organization it is today. While she leaves the organization in highly capable hands, we will miss her and wish her great happiness in her retirement.

www.safegate.com

Thank you, Paula, for your years of dedication and leadership. Your efforts have directly benefited ACC member firms for more than two decades, and for that we are grateful. We have no doubt that the next chapter in the Paula Hochstetler story will be even more exciting! We’ll miss you!

www.bdi.aero

On the occasion of your retirement, we offer congratulations to the only ACC President we’ve ever known! Thank you for the leadership, dedication, and enthusiasm you brought to our organization, and best wishes for a bright future.

www.appliedpavement.com

Paula, Thank you for your leadership and your contributions to aviation on behalf of ACC. You will be missed! - Your friends at Delta Airport Consultants, Inc.

www.deltaairport.com

Paula-Thank you for making ACC the great organization that it is today. We appreciate your dedication and hard work over these many years. You will be missed.

www.parrishandpartners.com

THANK YOU PAULA — FOR EVERYTHING. RS&H would like to thank Paula - for her efforts, accomplishments, dedication, and leadership throughout her distinguished career. It is Paula’s drive and insight that helped make ACC what it is today.

www.rsandh.com

Thank you Paula for your leadership, inspiration, and commitment to the airport consulting industry. ACC members and the entire airport community have benefited from your wisdom and passion. Your colleagues at VHB salute your efforts and we wish you the best of luck in your new adventure.

www.vhb.com
Paula, thank you for your hard work and dedication during your tenure as ACC’s President. Your phenomenal leadership has made positive, meaningful impacts on the organization and the aviation industry as a whole. All the best – CHA

Rapiscan Systems has been pleased to work with Airport Consultants Council as well as with Paula directly over many years. As a founding member of the Security Manufacturers Coalition, we worked closely with Paula and wish her all the best in her next chapter. She will be missed!

Paula - On behalf of the aviation industry, we want to thank you for your dedication, enthusiasm, boundless energy, and most of all, your friendship. Congratulations on a job well done, and best of luck in your future endeavors, wherever the skies may take you.”

The entire airport consulting community thanks you for your very professional stewardship at the helm of ACC. We wish you well in your next adventure and are proud to have served on the board during your long and successful tenure. From all your friends at Ross & Baruzzini.

Wishing you all the best...
Belinda & Gloria & the rest of TransSolutions

www.transsolutions.com

www.chacompanies.com

www.kell-smith.com

www.walbridge.com

www.rapiscansystems.com

www.urscorp.com

www.rossbar.com

www.aecom.com

(No words can adequately express our admiration and appreciation).

Thank you, Paula! Thanks for everything you’ve done for ACC over the years, your leadership has been tremendous! AECOM

Thank you for your dedication and service to the aviation industry.
Thank you Paula Hochstetler!
It’s been an honor and a pleasure to work with you over the last 20 years to advance the mission of ACC.

We wish you the very best in all of your future endeavors.

Terry Ruhl and the CH2M HILL Aviation Team

ch2mhill.com/aviation

Paula, thank you for your full engagement, caring approach, and teamwork at ACC over the past 20 years. Savor the satisfaction of a job well done.

Best wishes for the future!

—from all your friends at C&S
On choosing a career in aviation...
Living in India for a year as a 12-year-old prompted me to be interested in maps, geography and travel at an early age. My technical, problem-solving nature also showed up when I was fairly young so airports and aviation was a natural fit.

And it’s attraction as a field then versus now...
When I began my career in 1980, there was more of a mystique and glamour associated with air travel. Low-cost carriers were just breaking into the market and there was more of a fascination with aircraft and aviation. The focus of airport development was narrower and simpler in many respects. Today, while aviation factors are still fundamentally important, the diverse number of high-priority issues that airports and private sector firms focus on, including security, non-aeronautical revenue, energy efficiency and sustainability, has grown exponentially. New technologies are enabling behind-the-scenes airport operations and passenger experience change to occur at break-neck speed.

What’s stayed the same? The opportunity to be innovative, to participate in a world larger than a single community or city and to influence the economies of our communities, nation and the globe has remained consistent. The complexity of airports is fascinating and the fundamental challenge of how best to serve the traveling public is the same.

Early memories of time at Greiner Engineering...
Wind rose calculations, Part 77 analyses, aviation forecast economic modeling, line-of-sight studies, displaced threshold debates and environmental assessments — for me it was all new and exciting. The diversity of airports we were working with — St. Lucie County, Orlando, Palm Beach, Naples, Savannah, Albuquerque and Austin, Phoenix and Hong Kong — meant no shortage of technical and political challenges. It didn’t take long for me to be hooked. The more I learned, the more interesting the job became.

The best part of her first job in aviation...
The passion and generosity of my colleagues. Jim Harrison and Norm Witteveen interviewed and hired me. When I look back, I’m all the more impressed with their willingness to mentor those of us with less experience. There was a lot to learn and I was surrounded by smart people. Tom Darmody, currently with ACC member firm HOK, and Mike Kenney with KB Environmental Sciences, also an ACC member firm, were among those at Greiner when I arrived. Needless to say, we worked hard, but we also had a lot of fun.

On the effect of new technology on aviation planning tasks...
I wonder how wise it is to mention this because it clearly dates me, but in 1980 all airport layout plans (ALPs) were drawn on mylar with ink pens and Leroy lettering guides. While knowing what needs to go on an ALP remains crucial, Autocad has made the process of preparing the drawing much simpler, to put it mildly! Virtually every aspect of the airport planning and design process has similarly become streamlined, although it’s important to remember the growing pains associated with new technologies. For example, I recall much debate about how to standardize the symbology and layering of ALP data, Exhibit A maps and various design drawings.
On ACC’s early industry presence...

Between 1980 and 1994, ACC essentially transitioned from a ‘glimmer in someone’s eye’ to a known entity. In 1978, ACC was founded by 14 firms and by 1984 the first membership directory to be published included 39 members. ACC had no staff so everything was accomplished by volunteers. Then, in 1987, ACC began to take off because a part-time executive director was hired. Soon thereafter, ACC’s first ‘independent’ annual conference was held - as compared to meeting during other association gatherings - and a permanent staff was hired. Grice Whiteley, now with ACC member firm Grice Group LLC, was one of those initial permanent ACC employees!

Eventually, ACC was publishing a newsletter, established ACC’s Award of Excellence, exhibited at the AAAE annual conference and attended the Wright Memorial Dinner. Soon, non-U.S. (primarily Canadian), and environmental, security and land acquisition firms began to join ACC. Then, in 1992, the unique value of vendor firms was recognized and the Associate member category was established.

How she became involved in the organization...

My mentor, Jim Harrison, was one of the founders and believed in the value of the organization. When the time came for him to step aside, I had become sufficiently involved to be elected as a board member. As many at ACC can attest to, one thing often leads to another and after returning from nine months in Hong Kong, I became ACC’s board chair in November of 1991.

How ACC became more engaged with the FAA in the 1990s...

By 1992, the number of ACC member firms exceeded 100. The members were troubled by the extent to which FAA’s advisory circulars (ACs) were outdated. Terry Ruhl with CH2M HILL conducted a survey of ACC’s members to identify which ACs were of greatest concern. ACC submitted the results and although the FAA was previously aware of the ACC, I think that this particular document caused them to take notice of the unique expertise of our members. Also, between 1991 and 1997, the ACC traveled to and held conferences in each of the FAA regions. This further raised their awareness of the ACC and soon thereafter, the Summer Workshop Series in Washington, D.C. was initiated. During this same time frame, the ACC established committees that enabled a consolidation of member comments to be prepared and submitted to the FAA.

The priority issues were diverse. Consultant selection and how best to estimate project costs were certainly important. The list of engineering, planning and environmental regulations and guidelines that were discussed was seemingly endless — much like today!

How the events of September 11, 2001 changed the role of ACC...

Firms with in-depth security expertise began joining ACC prior to 9/11, primarily in the late 1990s after ACC staff co-chaired an RTCA access control-related subcommittee. Interestingly, I was asked to co-chair this sub-committee because the airports and airlines were at odds on the issue. ACC was viewed as a neutral party because our members have airport and airline clients.

Obviously, 9/11 increased everyone’s awareness of the importance of security. The ACC security committee established priority concerns and we began interfacing with the TSA almost immediately. We were confident that the beneficial, win-win relationship that ACC had established with the FAA was also possible to establish with the TSA — over time.

Then, in 2011 the ACC Security Manufacturers Coalition was formed in response to a member’s request. This coalition of nine original equipment manufacturers (OEMS) significantly picked up the pace in terms of the private sector’s interface with the TSA. Funding, procurement practices and testing procedures are among the most pressing issues.

ACC’s adaptation to change in the past decade...

Airline consolidations and global economic struggles have had a real ripple effect when it comes to airport development. Mid-sized airports, in particular, have experienced a reduction in scheduled service and some concourses, for example, in Cincinnati and Pittsburgh, are not in use. Airport expansion plans at many airports have been postponed. Yet, there is growth at some airports and at virtually every facility there’s a commitment to increase energy efficiency and optimize non-aeronautical revenues. And, of course, new technologies, including apps, are introducing amazing changes to the fundamental functions of the terminal and to passenger flow. Firms have likewise consolidated and become more global in terms of projects and ownership.

In response to these changes, during the past 10 years ACC formed finance and sustainability committees. A globalization committee

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1991

ACC Summer Workshop Series becomes an annual event

1992

Paula Hochstetler serves as president of ACC board of governors; membership exceeds 100 firms, includes vendors and suppliers for the first time

1994

Paula Hochstetler appointed executive director of ACC; First ACC/AAAE Symposium draws 204 attendees

1998

ACC launches www.ACConline.org; membership reaches 200

2003

ACC Institute established to provide technical training
has also become active and will hold its third ACC Global Business Summit on December 12-13, 2013 in Washington, D.C. ACC has also identified ways to incorporate these changes into its broader agenda.

I’d like to call attention to the dynamic leadership that the ACC board chairs have provided since I became ACC president. Each has brought their unique perspectives and skills and each has made an indelible mark on the ACC. For example, in 1997 Jo Lary played a major role in establishing ACC’s employee benefits program. It was a vital advance at the time. In comparison, in 2003, Ed Parrish fostered the establishment of ACC Institute. The board members and committee leaders also bolstered the ACC’s achievements and strengthened the aviation industry significantly.

**Expectations and predictions for ACC’s future...**

Any time there is change, the expertise of our members is needed and we are certainly in the midst of change. A reduction in federal funding points to more — rather than less — private sector participation in airport projects. ACC member firms must clearly adapt to an industry where airside, landside and terminal facilities are not being universally expanded, but I don’t believe this suggests less work. The work to be done will simply take a different form.

I expect that ACC will flourish in future years, particularly under the leadership of TJ Schulz, ACC’s incoming president. I predict that ACC will reconfigure itself as the membership adapts to change. The diversity of expertise that the members bring to the table will continue to evolve and government agencies will continue to respect and rely on the united voice of the ACC members. ACC will play a vital role in the updating and creation of new industry regulations and guidelines.

I fully expect that members will continue to value the unique camaraderie, fun times and life-long friendships that develop as a result of their ACC participation. ACC is remarkably nimble and will continue to be highly valued by its members.

If I were beginning my career today, I’d find airports, aviation and the ACC to be equally intriguing. The opportunity to be innovative, to participate in a world larger than our own back yard and to influence the global economy for the better is even more real today than it was when I began my career.

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2005
Joe Delia from the FAA Eastern Region, Greg Sweeny from the FAA Great Lakes Region receive first ACC Agency Best Practices Award

2009
Hillsborough County Aviation Authority receives first ACC Excellence in Procurement Award

2011
ACC Security Manufacturers Coalition established

2013
ACC creates singles membership category, opening membership to more stakeholders in airport development

2014
Paula Hochstetler steps down after 20 years leading ACC; T.J. Schulz named ACC president
2014  
2014 ACC COMMITTEES

The 2014 ACC committee structure will look much different than in past years. The ACC committees have been realigned and re-energized to ensure increased participation from ACC members, providing maximum value to both the individuals who dedicate their time and the industry as a whole. Within this new framework, ACC committees will provide:

- Greater member participation
- More frequent interaction and engagement through conference calls, webinars, etc.
- More consistent issue-oriented news and updates — regulatory, legislative, etc.
- Increased opportunities for new perspectives from both ACC members and outside experts

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OTHER LEADERS

| ACC Annual Conference           | Kristin Shaw                         | Dwight Pullen                        |
|                                 | Cofely Airport Services              | CH2M HILL                            |
| ACC/AAAE Symposium              | Mark Kuttrus                          | Jane Ahrens                          |
|                                 | Parsons Brinkerhoff                  | Parsons Brinkerhoff                  |
| ACC Awards                      | Lynn Leibowitz                       |                                     |
|                                 | Leibowitz & Horton Airport Management Consultants, Inc. | |

ON THE HORIZON... SAVE THE DATE

SANIBEL HARBOUR MARRIOTT RESORT & SPA

FT. MYERS, FL

NOVEMBER 10 – 12, 2014
**ACC:** RFID is particularly far-reaching because a lot of airports talked about it, but are we correct that very few airports ended up installing it?

**RW:** Yes. The challenge for us that’s not a challenge for many other airports is this: we have 28 different carriers, Southwest Airlines being the largest with about 35 percent of the traffic at the time we were doing this. We had to build our inline security nodes so airlines had to share facilities. What happened in our design concept was this: bags were accepted by the airlines and put on the takeaway belt, many carriers’ bags merged to be screened and then after screening were delivered back to their carrier. Once we started modeling the bar-scanning technology, we saw that we were going to get 10 percent of bags showing up in the wrong place. When you’re processing 68,000 bags a day like we were then, now 6,800 bags are in the wrong place. When you start calculating the manual cost of the airlines driving to pick up bags that have been delivered to another carrier incorrectly, it just isn’t acceptable. That’s how RFID came about. We decided we had to have a better solution and RFID was that better solution. Although it’s expensive, it creates a better value than the alternative.

**ACC:** What technologies do you believe will have the biggest impact in the next decade?

**RW:** I believe the whole self-service concept will continue to move forward and have a significant impact on processing — particularly of outbound, departing passengers. The whole concept that processing a passenger has to be done at a ticket lobby at an airport is so old-fashioned with the technology we have now. You can now install a check-in station wherever you want to. The challenge is managing the bags and getting them on the airplane. I could see collection points in a big city with a downtown environment like Chicago or New York where people go check in on their lunch break and leave for their flight at night with all of that taken care of. [Self-processing] reduces the manpower costs directly to the carriers and the majority of customers like the concept of being in control. It may be a little uncomfortable at first, but as it becomes more and more common, people adapt. When we first came out with the self-service kiosks, people were challenged by them because they were unfamiliar. Now you see them not only commonplace in airports, but other venues like hotels. The carriers just have to get there. I think about what it took to get us to a common boarding pass size. When we started the shared kiosks, carriers had different sized boarding passes, and if you’re going to have common-use you have to have a common boarding pass. When you get to self-bag tagging the problem gets worse: some have different lengths, some have one pull-off tab, and some have three pull-off tabs. If you’re going to do it, you have to have a standard bag tag. I thought we would never get there, but we did. So, in the next decade, I think the whole self-processing and more common-processing will have a huge effect on airports.

**ACC:** You mentioned that Singapore was the inspiration for technology advances at McCarran. There were no U.S. airports in the top 30 of the 2013 Skytrax World Airport Rankings. Cincinnati was number 30 but none above that. Where do you think domestic airports have the most ground to make up to be comparable to their global counterparts, and what is keeping them from getting there?

**RW:** This is a multi-faceted problem. When I entered the industry 22 years ago, U.S. airports — on average — were operated much better than airports outside the United States. Most non-U.S. airports were operated by federal governments and operated very inefficiently. It was really a cost-saving mechanism that got them spun off. If you look at the Canadian model, for example, the federal government was actually operating the airports at a loss. They spun them off, eliminated the subsidy and now actually collect rent from the airport. They were able to go into the airport with much more business-oriented processes and they were able to leapfrog ahead of a lot of U.S. airports because their space is just so much newer. In the U.S. system, some of the facilities are pretty old. Think about LaGuardia. We have some challenges with space that was efficient thirty years ago, but is now antiquated. I think a second factor is government structure. We’re all government run in the United States and that presents a challenge. There’s always a level of politics involved in how an airport is managed — the way things are procured, concessions, contracts and things of that nature. That’s not always based on the bottom line and what is best for the operation of the airport. When you look at the foreign airports doing things successfully, a lot of them are operating on a more private model. On top of that, domestic airports have to deal with a large amount of micro-managing from Washington and the sheer amount of regulations make it difficult to get things done. Unless we see a different government structure, we’re going to continue to fall behind the rest of the world.

**ACC:** U.S. government is a good segue. For many years, you were a strong voice to represent the interests of airports in Washington. Do you have any advice for those that will be speaking on behalf of U.S. airports in the future and how they can achieve a cohesive voice?

**RW:** Patience. Nothing happens quickly in Washington. The real problem that we face is that carriers have a lot more money than we do to spread around Washington. Airports will never — as public entities — have that type of monetary influence. We walk in with a very big disadvantage to the carriers. What we’ve been doing over the past few years is building coalitions with other groups with similar interests, such as travel organizations, to have a bigger voice. Going up independently against the airlines, we’ll have the same frustrations.

**ACC:** Do you have any advice for the private sector — the combination of all the folks involved in the ACC membership?

**RW:** I hate to say this, but don’t be naïve enough to think that the process always picks the best proposal. There is an element of politics at every airport — some more than others — and I would tell people the first thing to do if they plan on competing in a new environment is to assess this political element at that particular airport and prepare accordingly. What kind of alliances are you willing to build to be successful? How much of the potential business are you willing to give up to put a team together that can win the day based on the nuances of that particular community? If you’re walking into an airport where you’ve never competed before then you really need to do your homework. **→**
In Memoriam

BRUCE LOEV (1962 - 2013)

ACC lost a dedicated member, colleague and friend in July with the unexpected passing of Bruce Loev. A member for many years as an engineer for Jacobs Carter Burgess and, most recently, as a senior aviation project manager at URS, Loev was awarded the 2003 Board Chair Award by then board of directors chair Ed Parrish for his dedication to leading ACC in some of the organization’s most technical areas. Loev continuously provided leadership for the ACC Engineering Committee and gained praise for his accomplishments leading pavement specifications and electrical specifications task forces. These task forces compiled and proposed revisions to several sets of specifications and created new ones over several years. Virtually all of these recommendations were included in future FAA advisory circulars. Loev contributed much to developing construction phasing and scheduling of complex construction projects at major airports across the country, and developing and participating in FAA Safety Risk Management (SRM) studies for construction projects. Loev will be remembered for his tireless work to improve the industry, his enthusiasm and his performance as emcee of the billiards tournaments during ACC Annual Conferences.

For more information email T.J. Schulz, ACC: TJS@ACConline.org.

Loev (middle), shown here with Daniel McSwain with AvTurf (left) and Enrique Melendez with Faith Group LLC (right), was a fixture of the ACC Annual Conference Billiards Tournament.

Upcoming Events...

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<th>ACC/ACI-NA Airport Planning &amp; NEPA Workshop</th>
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<td>December 9 – 11, 2013</td>
<td>ACC Global Business Summit</td>
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<td>January 20 – 22, 2014</td>
<td>ACC/AAAE Airport Technology Workshop</td>
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<td>January 29, 2014</td>
<td>ACC/AAAE Airport Planning, Design and Construction Symposium</td>
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<td>February 19 – 21, 2014</td>
<td>ACC Construction Admin &amp; Observation Course</td>
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More courses are anticipated. Stay tuned to www.ACConline.org for updates.

For more information email T.J. Schulz, ACC: TJS@ACConline.org.

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"I attended the first ACC Globalization Conference a number of years ago. International work now represents over 60 percent of our firm’s revenue. We have used techniques discussed during the conference to minimize fee risks and therefore have no horror stories to share!"

—Mike Kluttz, President, Robert and Company

"We’re very pleased by the participant feedback and success of the 2011 event. Any company that is doing work or interested in doing work internationally should attend this event."

—David Stader, Aviation Program Manager, CH2M HILL, 2011 Global Business Summit Lead

Preliminary Topics

» Global Economies
   › The fundamental drivers of aviation survival and growth

» International Teaming
   › Leveraging your best services and human resources

» Delivering Around the Clock
   › The secrets of multi-time zone project success

» Rapid Growth & Emerging Global Markets
   › Emerging national economies — project hotspots

» Surprise, Surprise — International Learnings Shared
   › I didn’t see that coming!

» Owner’s View
   › What makes a global airport successful? A global consultant?

» Aviation Funding & Investment Trends
   › Innovations, supply, demand, opportunities

» One-on-One Sessions

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